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M/CP VISIONS

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THE HISTORY OF PARCEL TO PARCEL LINKAGE

Boston's Parcel to Parcel Linkage Program is a national model for urban development, neighborhood economic vitality, and minority participation in major development projects. The development of Ruggles Center and One Lincoln Street represents the first linked project, promising to generate substantial benefits for the Chinatown and Roxbury neighborhoods.

The creation of the linkage concept has its roots in unprecedented community intervention in public policy dating back to the late 1960's. From

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Community opposition and mobilization was effective in preventing the construction of I-95 through the Southwest Corridor.

WHAT'S IN A NAME?

Parcel 18 and Kingston-Bedford hardly were appropriate names for the two parts of the City's first and most ambitious Parcel to Parcel Linkage Project. At long last, they have been properly dubbed with new, more descriptive and recognizable names.

The 5.6 acre site along the Southwest Corridor in Roxbury will now be known as *Ruggles Center.* The name establishes the site's close identification with the adjoining Ruggles Orange Line "T" station and Ruggles Street on the western boundary of the planned development. The complex—designed to accommodate three office buildings, a hotel and retail space—is envisioned as a new neighborhood center and gateway to a revitalized community.

In the downtown Financial District, *One Lincoln Street* will be a premiere office tower of almost one million square feet located at the crossroads of Chinatown, the

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M/CPV MESSAGE

FINALISTS FOR MWRA PROJECT

Having submitted a proposal in October for Massachusetts Water Resources Authority (MWRA) to locate its new headquarters at Ruggles Center, M/CPV has been selected as one of six finalists for the project. Other locations being considered include North Station, South Station, two sites in Malden and Quincy. The "short-list" was the result of an MWRA staff study and board review, with final selection scheduled to be made by April.

The agency is now located in approximately 140,000 square feet of space in Charlestown Navy Yard, and needs to move to larger space in 1991. M/CPV has proposed a cost effective 240,000 square foot office tower in an emerging new business district. Ruggles Center offers all the features of an urban business center at suburban real estate prices. Our proposed development will provide first class space designed to MWRA's specifications.

Ruggles Center offers MWRA the opportunity to combine a sound and economically viable business decision with involvement in innovative public policy efforts that are transforming Boston's neighborhoods and building new economies. Its prox-

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M/CPV SEEKS 121A APPROVAL

Under Massachusetts General Laws Chapter 121A, M/CPV is seeking to assemble private and public land at the downtown Boston site which will become One Lincoln Street to replace the existing antiquated parking garage with new structures that will benefit the neighboring communities:

- an underground garage serving both the public and the proposed office tower above;
- an office tower that will generate a flow of benefits to both the Chinatown and Roxbury communities.

An application has been filed with the Boston Redevelopment Authority (BRA) for establishing a Ch. 121A entity. A public hearing has been scheduled for March 9. The key factors being considered for approval are:

- the project's benefit to the public and neighboring communities;
- the site's designation as a decadent or underutilized area that might not otherwise attract development.

These criteria are strikingly similar to the objectives of the parcel-to-parcel linkage program. The development of One Lincoln Street in conjunction with Ruggles Center in Roxbury represents a unique vehicle for generating greater economic and social development in these two neighborhoods.

"Parcel to Parcel Linkage is based upon the provision of special public uses and benefits that uniquely qualify the One Lincoln Street project for 121A," said M/CPV Project Manager Robert Green. "It encourages development in areas in need of revitalization, requires community participation in major real estate development projects, and produces numerous benefits for Chinatown, Roxbury and the City."

The benefits stemming from these developments include:

- minority involvement in large scale commercial real estate development;
- contributions to a Community Development Fund;
- pre- and post-construction opportunities for minority and women business enterprises and work with public agencies to assist in new business development;

The development of One Lincoln Street will generate economic development and public benefits for the Chinatown community.

- employment and training opportunities for Chinatown and Roxbury residents;
- linkage funds for affordable housing development in Chinatown and Roxbury;
- the creation of child care facilities in both communities;
- the establishment of a $400,000 Challenge Track Grant for training minorities in real estate occupations;
- the participation of the community in helping to guide the development and design process;
- the availability of technical assistance through M/CPV staff and consultants, as necessary and feasible, to assist the communities in planning the community benefits package.

In addition, the development of One Lincoln Street reinforces the planning goals of Chinatown, an area which is linked to the new development. The project will allow for the widening of Essex Street, alleviate the existing recurring traffic congestion in the area, and replace an outmoded garage.

One Lincoln Street will represent immeasurable improvement to the area, both aesthetically and economically. The development team's 121A designation will not only enhance the neighborhood and empower the minority communities, but will ensure fair treatment of current tenants facing relocation. As required by law, fair value will be paid for any property that is required and provisions for relocation benefits will be adopted.

Furthermore, the project will contribute significant financial benefit to the City of Boston through the payment of an annual excise tax and payments to the City. The project will not receive any tax breaks or reductions under 121A and will pay the same amount of taxes that would have been paid if it were not a 121A project.

The creation of the community benefits package and the design review process exemplifies the best of public/private partnership among City and State agencies, the neighboring communities, and the development team. M/CPV's application for Chapter 121A status represents a highly responsible and well-planned process for redevelopment and neighborhood enhancement. Metropolitan/Columbia Plaza Venture looks forward to community support in its quest for this important approval.

M/CPV'S ARCHITECTS RECEIVE PRESIDENTIAL DESIGN AWARD

The Boston architecture and planning firm of Stull and Lee prepared the Master Plan for Ruggles Center and is designing the proposed MWRA building. Recently, the firm added a special award to its credits. Every four years, examples of outstanding federal design achievement are honored with the "Presidential Awards for Design Excellence." Stull and Lee were recipients of this most prestigious form of recognition in the area of urban design. The only black-owned firm to ever receive the Presidential Design Award, it was honored for its role in conceptualizing and designing major portions of the Southwest Corridor Project.

M. David Lee (L.), Vice President with Stull and Lee Architects and Planners, accepts 1988 "Presidential Design Award" from National Endowment for the Arts Chairman Frank Hodsoll in recent White House Ceremony.

The $747 million Southwest Corridor Project—encompassing 4.7 miles of rapid transit with eight new stations, a landscaped linear park, and mixed-use building projects—grew out of community protests against an interstate highway running through residential neighborhoods. Stull and Lee proposed the award-winning alternative, which kept the neighborhoods intact, enhanced city services, created new amenities, and increased property values.

"Receiving the Presidential Design Award for this particular project is especially gratifying because of the many years of hard work on the part of so many community residents, and public sector agencies," said Stull and Lee Vice President M. David Lee, who accepted the award on behalf of the firm. "This is one of the finest examples of public/private partnership that has benefitted the entire city. We accept this award on behalf of all the community members who helped bring this to fruition."

The Southwest Corridor Project represents 20 years of planning and development that involved unprecedented community participation and input. The culmination of the project was the opening of the new stations in May 1987. The new system replaced the old elevated line and has already shown a 20 percent increase in ridership since opening.

In addition to establishing the overall urban design principles for the Corridor and creating a handbook for design standards, Stull and Lee also were the architects for the Ruggles Street Station. The design is marked by a distinctive barrel vault; an abundance of glass, light and open space, and a sweeping plaza fronting what will become the new Ruggles Center mixed-use office and retail complex.

Stull and Lee was one of ten Presidential Design Award recipients this year. The winners were selected from more than 500 projects. The Federal government is the nation's single largest builder and user of design services. President Reagan established the awards program in 1983 to demonstrate that design excellence is "integral to the Federal government's responsible stewardship of public resources."

In his message to the recipients, President Reagan said, "The success of our government depends on our ability to perform and inspire. Quality design brings form and performance together . . . We honor and recognize these meritorious examples of Federal design in order to encourage others to emulate them."

Stull and Lee shares the Southwest Corridor Project's credits with: U.S. Department of Transportation, Washington, D.C.; Urban Mass Transportation Administration, Washington, D.C.; Massachusetts Bay Transportation Authority, Boston, MA., the other station architects and engineers, as well as the numerous community organizations and individuals who made this the most extensive public participation development in the Commonwealth's history.

The Ruggles Station Orange Line stop is one of Stull and Lee's award-winning designs along the Southwest Corridor.

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1966 to 1969, residents of Jamaica Plain and Roxbury were displaced when more than 100 acres were cleared to accommodate a proposed interstate highway. Residents of the surrounding neighborhoods and other concerned community groups protested the highway's construction.

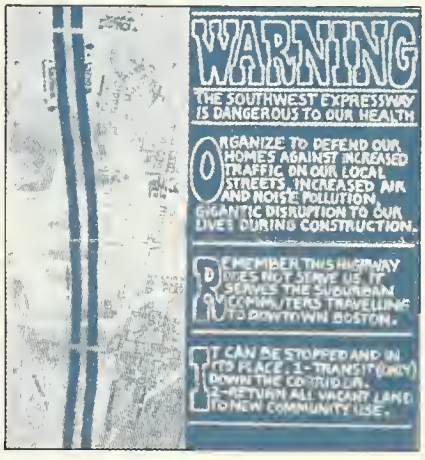
In 1971, Governor Francis Sargent responded to the opposition by creating the Boston Transportation Planning Review (BTPR) to study alternatives to the highway. The study concluded that public transportation would better serve the community and Boston overall.

The MBTA acquired land along the Southwest Corridor for future development of public transportation. Governor Sargent took the most definitive steps in 1974 by instigating the removal of the highway project from the Federal Interstate Highway System and transferring funds to transit and community development.

As a result of this initiative, the Commonwealth, the City and community organizations signed a *Memorandum of Agreement* guaranteeing community participation and sensitivity toward neighborhood interests in the development plans and procedures. The community representation came from the Southwest Corridor Working Committee, the Station Area Task Force, and the Parcel 18+ Task Force.

Composed of representatives from State and City agencies, Northeastern University, community-based organizations, and the Community Development Corporation of Boston, the Parcel 18+ Task Force convened to study the needs of the neighborhood along the Southwest Corridor and utilization of the newly available funds.

MEMORANDUM OF AGREEMENT RENEWED


WARNING
THE SOUTHWEST EXPRESSWAY IS DANGEROUS TO OUR HEALTH
ORGANIZE TO DEFEND OUR HOMES AGAINST INCREASED TRAFFIC ON OUR LOCAL STREETS, INCREASED AIR AND NOISE POLLUTION, GIGANTIC DISRUPTION TO OUR LIVES DURING CONSTRUCTION.
REMEMBER THIS HIGHWAY DOES NOT SERVE US, IT SERVES THE SUBURBAN COMMUTERS TRAVELLING TO DOWNTOWN BOSTON.
IT CAN BE STOPPED AND IN ITS PLACE: 1- TRANSIT (ONLY) DOWN THE CORRIDOR. 2- RETAIN ALL VACANT LAND TO NEW COMMUNITY USE.

In June 1985, the Flynn Administration released Draft Downtown Guidelines, proposing Parcel to Parcel Linkage, which would tie the disposition of prime publicly-owned downtown parcels with publicly-owned parcels in the City's neighborhoods. The Parcel 18 and Kingston-Bedford garage sites were proposed as the first projects. The process that unfolded actively engaged the community to create the most extensive and successful public/private partnership in the City's history:

- In July 1985, Mayor Flynn, Governor Dukakis, the Parcel 18+ Task Force and other community residents reaffirmed the *Memorandum of Agreement* for the second time and proposed to redevelop Parcel 18; the BRA was asked to act as development agent for the City and State, and coordinate and expedite public reviews and permits.
- In 1986, the Chinatown/South Cove Neighborhood Council was designated as the community review body for the Chinatown community.
- In September 1986, the BRA adopted a resolution on the disposition of Kingston-Bedford and the Parcel 18 sites, and issued a Request for Qualifications to minority development teams.
- In June 1987, Columbia Plaza Associates—comprised of African-American, Hispanic and Asian business and community leaders and organizations—won community and governmental approval as the minority development partner for what became known as Parcel to Parcel I.
- Columbia Plaza Associates and the BRA immediately issued a request for proposals and qualifications for a joint venture partner from among major local and national developers.
- In February 1988, Metropolitan Structures was selected as a 50% partner with Columbia Plaza Associates.
- In March 1988, the BRA and the MBTA tentatively designated the new team, known as Metropolitan/Columbia Plaza Venture, to develop Parcel 18 and the Kingston-Bedford site.
- In September 1988, M/CPV began to hire and organize a Boston-based staff to manage all phases of the developments.
- In January 1989, both projects submitted revised designs to the BRA and the Chinatown and Roxbury communities.
- In January 1989, the projects were named: Parcel 18 became Ruggles Center and Kingston-Bedford, One Lincoln Street.
- On February 15, 1989, Massachusetts Water Resources Authority selected Ruggles Center as a finalist for new headquarters site.

Gov. Francis Sargent agreed to consider feasibility of public transportation as an alternative to an eight-lane highway in the neighborhood.

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imity to downtown; the neighboring labor pool and job training resources at Northeastern, Wentworth Institute and Roxbury Community College; the planned expenditure of public resources, and the site's physical attractiveness for a major public employer present a unique opportunity for MWRA.

M/CPV is pleased to have the endorsement of Mayor Flynn and Governor Dukakis, as well as editorial support from local media and the backing of influential business and political leaders. In addition, MWRA Executive Director Paul Levy has expressed his excitement over the possibility of locating at Ruggles Center if the decision is cost effective. M/CPV's proposals, as well as certain of the others, appear to create significant cost savings for MWRA compared to remaining at Charlestown Navy Yard.

Securing MWRA as a lead tenant at Ruggles Center will be a tremendous boost to our efforts to create a viable new business district. This is a highly visible and progressive agency, committed to improving the quality of life for communities throughout the Commonwealth. MWRA's policy mandates are consistent with M/CPV's own objectives of developing human resources and technical expertise, responding to community concerns, and the willingness to take bold actions.

As was stated in a recent *Boston Globe* editorial endorsing the MWRA move to Ruggles Center, "of all the communities in metropolitan Boston served by the authority, none is more in need of the economic boost and the expansion of social commitment than Roxbury. Ruggles Center promises to enhance the social and economic revival of that community."

We hope to maintain our existing supporter and gain additional backing as MWRA makes a decision that could lead to a Fall ground-breaking for the Parcel to Parcel Linkage Program.

Robert L. Green
Project Manager
Metropolitan/Columbia
Plaza Venture

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Financial District and the Midtown Cultural District. The design consists of a slender 35-story tower connected to a lower 9-story base, rising up in a series of tiers. The southeast corner of the tower, which is built back from the street and away from Chinatown, sits at Lincoln and Essex Streets, the main entrance that gives the building its new name.

One Lincoln Street represents a vital step in the City's new plans for the Midtown Cultural District while at the same time preserving the character and integrity of Chinatown. Its linked site, Ruggles Center, marks the resurgence of commercial activity in an historic Boston neighborhood. Together these landmark initiatives are worthy of their new, more compelling names.

BRA UPDATE ENVIRONMENTAL REVIEW

To identify the potential environmental impacts of the Ruggles Center and One Lincoln Street developments, the Boston Redevelopment Authority (BRA) is preparing environmental impact reports on several alternative development scenarios for each site. The environmental review is being conducted in compliance with a state law known as the Massachusetts Environmental Policy Act, or MEPA. This law establishes a public review process for evaluating activities which might harm the environment. It also requires that potential measures to mitigate adverse impacts be described and analyzed.

The environmental report for Ruggles Center examines the impact of four development alternatives, the variables of which include size, mix of uses, and parking availability.

For One Lincoln Street the alternative massing options under study are projects with one and two towers which vary in height from 155 to 465 feet. Each development alternative accommodates parking below grade for 600 to 900 cars.

Community participation is an important component in reviewing these alternatives. After the City notified MEPA of the projects in 1986, meetings were held in Chinatown and Roxbury to explain the proposals and to incorporate the communities' concerns in defining the scope of the environmental studies. The State's Executive Office of Environmental Affairs then issued the scope of work for the environmental impact reports and determined that the BRA should examine impacts on the following:

- open space and recreation
- historical and archeological resources,
- hazardous substances,

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The Parcel 18+ Task Force and the Chinatown Neighborhood Council are active in all phases of the environmental, design, and public benefits review process.

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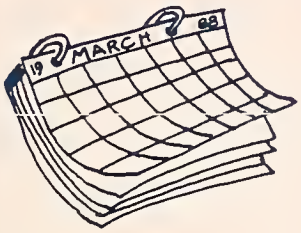
Community participation has been an essential component in shaping and guiding the nature of the Parcel to Parcel Linkage Program and the characteristics of Ruggles Center and One Lincoln Street. Both projects will expand opportunities for Chinatown and Roxbury residents through new jobs and job training, affordable housing, child care and increased minority and women business enterprise involvement in development.

CALENDAR OF EVENTS



Every issue, readers will be kept advised of hearings, meetings, submissions and other events pertaining to the development process of Ruggles Center and One Lincoln Street. The public is invited to participate by attending meetings or offering letters of support.

- Chapter 121A Public Hearing with BRA Board–Thursday, March 9
- Roxbury community-wide meeting to discuss the Master Plan, public benefits support for the MWRA proposal of Ruggles Center–Saturday, March 18; 11:00 a.m.; Roxbury Community College, Columbus Avenue, Roxbury.
- Chinatown community-wide meeting to discuss the design, public benefits, historic preservation, and traffic issues related to One Lincoln Street–Monday March 20, 6:00 pm, 90 Tyler Street, Chinatown.
- Parcel 18+ Task Force Meetings are held the second Thursday of each month, 9:30 a.m. at Haynes House, 751 Shawmut Avenue, Roxbury, MA 02119.
- Chinatown Neighborhood Council Meetings are held the third Monday of every month at 6:00 p.m. at the Chinese Consolidated Benevolent Association, 90 Tyler Street, Boston, MA 02110.

SHELLY HOON JOINS M/CPV

Shelly Hoon joins the team after having served at the Massachusetts Housing Finance Agency as a Development Officer for multi-family programs. She has diverse experience in neighborhood development, residential mortgage financing, market and financial feasibility analysis, and economic development planning.

Her ties to the community also come from having served as Director of the Community Development Division for Roxbury Multi-Service Center. In this position, she managed the development and marketing of a sweat-equity home ownership program and provided technical assistance for the development and rehabilitation of 101 units of subsidized rental housing. She supervised the implementation of programs designed to assist in the revitalization of the economic, social and physical base of the Roxbury community.

"We are pleased to have someone with Shelly's expertise in real estate development, as well as community relations, and we look forward to having her help us represent the team in the Roxbury and Chinatown communities," said Robert Green. "She brings a useful network of community resources and a unique understanding of the issues important to the success of these projects from a neighborhood perspective."

Hoon also worked for Legatt McCall analyzing retail projects and will soon begin working on a retail study for Ruggles Center.

She holds a Master's degree in Community and Regional Planning from the University of Nebraska, and a Bachelor's degree from the State University of New York at Stony Brook.

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- transportation and parking,
- air quality,
- sewerage and utilities,
- shadows and wind,
- socio-economic conditions.

The BRA has committed approximately $330,000 to conduct the environmental studies. The BRA has engaged the services of WCH Industries, Inc., the prime contractor, with Sasaki Associates, to undertake the technical studies. M/CPV has committed $75,000 to the reports and, in addition, has hired Howard/Stein-Hudson Associates to analyze the transportation impacts. Rowan Williams Davis and Irwin, Inc. has been hired to examine wind impacts, and Kramer Associates is compiling and editing the various components of the reports. In keeping with the objectives of the Parcel to Parcel Linkage Program, 45 percent of the environmental contracts are being carried out by a Minority Business Enterprise and 15 percent by Women Business Enterprises.

Chinatown and Roxbury residents, City and State agencies and interested members of the general public will have an opportunity to review the draft reports when they are submitted to EOEA in March. There will be a public meeting in each community to describe the findings.

EOEA will receive public comments for thirty days prior to issuing comments on the draft reports and a scope of work for the final reports. Once the final reports are submitted, a similar public review will ensue. It is anticipated that M/CPV will submit the final reports to EOEA in June and the environmental review will be completed in August.